

Northwell Health

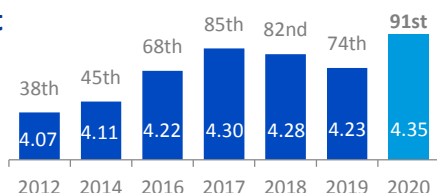
2020 Workforce Engagement Survey

Results Overview

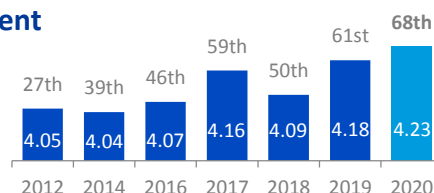
Overview In November 2020, **51,748 team members*** and **2,801 employed physicians** completed our Engagement Survey at a **rate of 86% and 61% respectively**. **Team members** reported a statistically significant increase in engagement (+.12) with a score of 4.35, reaching the **91st percentile**. **Employed physicians** experienced a meaningful rise in engagement (+.05), scoring a 4.23 and exceeding the national average at the **68th percentile**. The **combined employed and voluntary physician population** scored slightly lower with a 4.20 engagement score (**65th percentile**). As we dive deeper into the data and work in partnership with our team members and physicians, we'll leverage the wisdom and perspective we've gained this year to shape a world class experience.

* For the purposes of this summary, non-physician employees will be referred to as team members.

Team Member Engagement



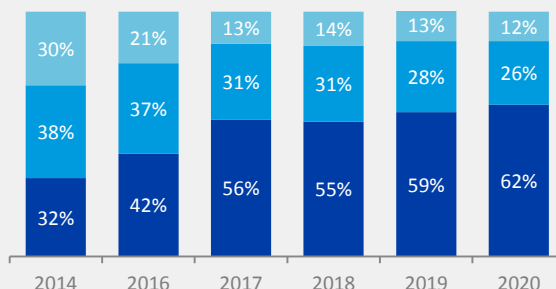
Employed Physician Engagement



Team Index Distribution

(Team member survey only)

Team Index score reflects a team's feelings toward basic aspects of the work environment, including perceptions of leadership, the organization, and day-to-day work outcomes.



399 TI-3 Units (n=5,225)

820 TI-2 units (n=12,772)

1987 TI-1 units (n=28,459)

Key Drivers

The **areas of sustained focus** below and **critical focus areas** (page 2) were determined through a key driver analysis. These items had the greatest impact on and were the best predictors of engagement for our team members and physicians. *Areas of sustained focus* are the high impact items we must continue to consistently integrate into our operating principles. *Critical focus areas* require heightened attention because of their overall impact on engagement.

Areas of Sustained Focus

- Our findings show that a continued focus on team member well-being and fostering a safe and inclusive environment for all will be critical to sustaining engagement.
- Northwell Health treats team members with respect** increased significantly (+.05) vs 2019.
- 83% of team members agreed that **my manager cares about my overall well-being**, a significant increase (+.09) compared to 2019.
- Physicians' perceptions of a strong partnership with leadership increased significantly compared to 2019. Of note, 77% of physicians agree that **administration is responsive to feedback from physicians**, compared to 59% in 2019.

Team Members	Score	%Fav	%ile
Northwell Health has demonstrated its commitment to a diverse and inclusive environment	4.33	90%	-
Northwell Health treats team members with respect	4.26	86%	93
Northwell Health cares for my overall well-being	4.08	79%	-

Employed Physicians	Score	%Fav	%ile
I have confidence in Northwell Health leadership	4.15	81%	86
Overall, I am satisfied with the performance of Northwell Health's leadership	4.09	79%	82

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Executive Summary

Critical Focus Areas

- Our most engaged team members and physicians value a **culture of safety**. It is important to them that their **leadership team actively promotes patient safety** within a “just culture.”
- **Treating physicians with respect** remains an area of opportunity. An important next step would be to conduct focus groups to understand the sentiment behind this item. Additional items to investigate include **fair and equitable treatment**, which was the most declined item not related to EMR.

Team Members	Score	%Fav	%ile
Northwell Health makes every effort to deliver safe, error-free care	4.36	90%	74
My work location provides high-quality care and service	4.39	90%	79
Senior management provides a work climate that promotes patient safety	4.23	86%	82

Physicians	Score	%Fav	%ile
Northwell Health makes every effort to deliver safe, error-free care	4.43	93%	75
Northwell Health treats physicians with respect	4.04	77%	69

Summary

In early 2020, *Fortune* named Northwell to its “100 Best Companies to Work For” and DiversityInc recognized our organization as the best health system for diversity in the United States. These honors reflect our **commitment to caring for the well-being of our workforce, promoting a culture that supports equity, diversity, and inclusion, and creating a reimagined career experience** that inspires and empowers team members to reach their career potential.

Throughout this unprecedented year, filled with extraordinary challenges and difficult loss, we **amplified our commitment to these values and the initiatives that support them**. Our efforts undoubtedly impacted our results and brought our organization to the 91st percentile in engagement, with **90% of team members agreeing that they would recommend Northwell as a great place to work**.

This is an incredible moment to be celebrated. Looking across our footprint, the **East region** experienced the greatest improvement in team member and physician engagement (+.17, 94th percentile) and team members within **Shared Services** have the highest levels of engagement in the organization, achieving the 95th percentile. Several facilities have consistently maintained top decile performance, including **Lenox Health Greenwich Village, Plainview Hospital, Syosset Hospital, Huntington Hospital, STARS, Hospice Care Network, Orzac Center for Rehabilitation and Stern Center for Rehabilitation**.

Throughout 2021, we must remain focused on sustaining this high level of performance across the organization. Continuing to **support team member and physician well-being** and increasing our efforts to **remove organizational barriers that contribute to stress and burnout** will be critical to achieving this goal.

The HR Experience Strategy team will continue to partner with stakeholders in evolving the team member and physician experience. We will facilitate results and best practice sharing sessions, develop and share on-demand courses to support leaders, and leverage our evolving listening strategy to create a great experience, attract and retain top talent, and ultimately create an environment that brings out the best in our people, care outcomes, and financial performance.

Appendix

Team Member Engagement Indicator Survey Items

1. I am proud to tell people I work for Northwell Health.
2. I would stay with Northwell Health if offered a similar position elsewhere.
3. I would like to be working at Northwell three years from now.
4. I would recommend Northwell Health as a good place to work.
5. I would recommend Northwell Health to family and friends who need care.
6. Overall, I am a satisfied employee.

Physician Engagement Indicator Survey Items

1. I am proud to tell people I am affiliated with Northwell Health.
2. I would stay with Northwell Health if offered a similar position elsewhere.
3. If practicing medicine three years from now, I am confident I will be with Northwell Health.
4. I would recommend Northwell Health as a good place to practice medicine.
5. I would recommend Northwell Health to family and friends who need care.
6. Overall, I am satisfied practicing medicine at Northwell Health.

Power Items

The **Power Item score** is the average of the 14 items below on the team member survey. These items have been found to most powerfully drive engagement at the national level. The Power Item score determines a unit's Team Index score.

1. Different work units work well together in this organization.
2. This organization conducts business in an ethical manner.
3. This organization provides high-quality care and service.
4. This organization treats employees with respect.
5. This organization provides career development opportunities.
6. This organization supports me in balancing my work life and personal life.
7. The person I report to treats me with respect.
8. I am satisfied with the recognition I receive for doing a good job.
9. I am involved in decisions that affect my work.
10. I respect the abilities of the person to whom I report.
11. The person I report to is a good communicator.
12. My work unit works well together.
13. I like the work I do.
14. My job makes good use of my skills and abilities.